



# THE NAVAL AVIATION ENTERPRISE AIR PLAN



...One Vision, One Team

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***“Naval Aviation leaders must look at the bigger picture to fully understand actual readiness levels and must be prepared to take action to mitigate readiness degraders. These are complex, cross-command issues where enterprise processes really show their value.”***

**- Rear Adm. Ted Branch, Commander, Naval Air Force Atlantic**

## Naval Aviation: Working together to improve personnel and equipment readiness

Naval Air Forces are leaner than they were 25 years ago. In order to get the most out of this leaner force, Naval Aviation has established performance standards for meeting readiness expectations which represent the threshold of acceptable risk. These standards are the basis of Naval Aviation Enterprise (NAE) metrics. In a resource-constrained environment the challenge has been, and remains, meeting these standards. The priority has been on deployed forces, but that has involved pressurizing those units not deployed. These challenges are being actively addressed by stakeholders across the Enterprise – in manpower, in the maintenance & supply chain, and in the metrics the NAE uses to measure performance.

At a recent Chief of Naval Operations (CNO) Executive Board on personnel, the CNO acknowledged current manpower challenges and continued pressures to become smaller. To address these challenges, the personnel community is pursuing policies to ensure deployed units are appropriately manned, particularly at Journeymen and Supervisor levels. Navy Personnel Command has already taken significant action in the areas of sea-shore flow revision, the voluntary sea duty program, initiatives to implement type detailing, and using an expanded detailing window.

Naval Aviation leadership has re-energized operator, maintainer and supplier collaboration to address equipment readiness challenges. The Commander, Naval Supply Systems Command, is now an NAE Executive Committee member. Lessons learned from current Performance Based Logistics (PBL) contracts are being applied to other systemic degraders, and the overall PBL strategy is being re-evaluated. The Maintenance & Supply Chain Management CFT is reinvigorating its efforts on long-term Ready for Tasking (RFT) gap closure, and the Current Readiness CFT is working closely with Type/Model/Series (TMS) Teams to focus short-term efforts on reducing the number of units well below expectation for equipment readiness. Greater insight into repair processes is being used to identify improvements throughout the NAE beginning with the Logistics Cost War Room.

Metrics are constantly being matured to help optimize readiness processes. Supervisor/Journeyman/Apprentice level personnel metrics have been developed and similar efforts for maintenance and supply chain drill down metrics are underway. A USN TMS integrated database measuring people, equipment, and training pillars of readiness against the standard has been developed. These metrics are used to isolate problem areas and identify solutions.

A more efficient and leaner force is one less tolerant of variation in demand and performance. Advancing and sustaining Naval Aviation readiness with this leaner force requires teamwork. Leaders at every level must consider how their efforts impact the readiness of Naval Aviation as a whole, not just the goals or objectives of their individual organizations. By working together as an enterprise, Naval Aviation is better equipped to close gaps, influence policy, and act as a catalyst in optimizing return on resource investment, finding solutions towards removing readiness degraders, and building confident, competent Sailors and Marines.

## Latest NAE Award Winners

Dec 2011: Gary Shrout, AIR 7.1 Naval Air Systems Command

Feb 2012: Ed Boschen, AIR 6.8, Naval Air Systems Command

Jan 2012: Olivia Lenahan, AIR 7.1, Naval Air Systems Command

## Key Messages

- Naval Aviation leaders have shifted to a big-picture, long term view that targets today's complex, cross-command challenges.
- Readiness degraders are identified through data collection and analysis. Now visible, the focus is on aggressively correcting them.
- TMS Leads have the access to Enterprise leadership to inform decision-makers, escalate readiness issues beyond their control, and accelerate resolution.

## Facts and Figures

- Through Total Force initiatives, the E6 TACAMO TMS increased NEC Fit at three alert sites from 66% to 75% during FY11. The TMS worked with PERS-404, squadrons and CNATTU Tinker to redirect en-route training and coordinate mid-tour training requirements.
- The VMGR J TMS worked with the manufacturer of KC-130J propeller grease seals to reduce leaks, developing and implementing new procedures that have reduced the occurrence of leaks by more than 90 percent.